



SAF/IA MENTORSHIP PROGRAM



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Introduction

Deputy Under Secretary of the Air Force, International Affairs (SAF/IA) has recognized that a successful mentorship program is an integral part of developing well-rounded, professional, and competent leaders. Mentoring is fundamental to ensuring that employees reach their fullest potential. Employees should understand that there is not only one correct path to success, but that a professional foundation comprising a broad spectrum of diversified jobs and mission-related education and training creates the best advancement opportunities.

This guide supplements the mentorship workshop training materials supplied to mentors, mentees, and supervisors. It provides a set of tools customized for ensuring professional progression for SAF/IA mentors and the mentees. These tools consist of education and training resources, a career planning guide, and available development opportunities. The information is tailored for the International Affairs (IA) community to facilitate the effective professional development of SAF/IA personnel.

Program Expectations

The mentorship program is designed to:

- Create an environment that will help retain qualified people and increase employee productivity
- Facilitate effective professional development of all workforce members—military and civilian
- Support the CSAF “wingman” concept by providing a personal resource for each participant in areas such as work/family balance, time management, and effective problem solving
- Encourage mentees to acquire new skills, widen perspectives, and establish career goals
- Help each person reach his or her potential, thereby enhancing SAF/IA's ability to meet Air Force mission requirements in today's Total Force concept environment

All participants are expected to:

- Attend a SAF/IA Mentorship Program orientation and training session
- Conduct regular meetings with their assigned mentor or mentee, recommended at twice per month for a minimum of one hour each meeting
- Communicate regularly with SAF/IAPC Human Capital Development Branch to report progress, address concerns, or make suggestions for future program improvement
- Participate in the evaluation of the SAF/IA Mentorship Program by completing surveys, interviews, and other relevant means of evaluation

Mentoring

A mentor is defined by the Air Force as “a trusted counselor or guide.” Mentoring, therefore, is a relationship in which a person with greater experience and wisdom guides another person through both personal and professional development.

Mentoring helps prepare people for increased responsibilities as they progress in their careers. Mentors share their experiences and their knowledge regarding leadership and organizational management to improve a mentee’s competence and confidence. The result is employees with a strong sense of commitment to the organization and to professional growth and development.

A Mentor is:

- One who supports another and who is concerned with the other’s growth
- Involved in their mentee’s development as a whole, not just in the job they do
- One who has a non-supervisory relationship with their mentee, one that is not based on authority or power
- Someone who will listen, question, and then advise the mentee
- An advocate for organizational initiatives and programs
- Knowledgeable about career development opportunities
- Committed to carrying out mentoring activities for the duration of the mentoring relationship

Mentor Characteristics

- Respected
- Humble
- People-Oriented
- Sees potential in others
- Proud of their work and their organization
- Emotionally competent
- Self-aware
- Patient
- Encouraging

Mentor Responsibilities

- Help the mentee identify career goals and develop a plan to achieve them
- Assist the mentee in developing an achievable career roadmap
- Provide advice and guidance on career development opportunities
- Provide suggestions that would enhance the mentee’s growth, for instance, appropriate reading materials and websites to review, and professional groups to consider
- Recommend pursuits that will help develop specific areas in the mentee’s professional advancement (e.g., written or oral communication skills, leadership skills, etc.)

A Mentee is:

- A person being mentored by a more experienced person
- Someone who makes an effort to assess, internalize, and use effectively the knowledge, skills, insights, and perspectives offered by the mentor
- Willing to initiate and drive a relationship that can lead to personal and professional growth
- Ready to accept responsibility
- Goal-oriented

Mentee Characteristics

- Active participant
- Open to new ideas
- Flexible in his or her approach to performing duties
- Eager to learn and develop
- Team player
- Patient
- Willing to take risks when appropriate
- Positive attitude

Mentee Responsibilities

- Schedule and prepare for meetings with mentor
- Take initiative to ensure tasks are completed and on time
- Follow through on commitments
- Contribute ideas to development discussions with your mentor
- Be open to discussion about your goals, strengths, and opportunities
- Accept and act on feedback
- Develop short- and long-term goals for the mentoring relationship
- Make use of assistance and services offered by your mentor
- Take the lead in working toward a solid and productive relationship

The Nature of the Relationship (Do's and Don'ts)

Do:

- Use whatever means are available to make the mentoring relationship a positive and constructive one for both parties
- Provide SAF/IAPC with feedback on the mentoring program and ideas you may have for improving it
- Discuss problems and issues (in the mentee's career and in your relationship), but also discuss the solutions to those problems
- Listen carefully to one another
- Provide constructive criticism about your partner's work, not about the individual
- Be specific (focus on what, how, when, and why)
- Keep gender and cultural issues out of the relationship
- Make the most of this opportunity and enjoy the experience

Don't:

- Abuse the professional nature of the relationship (e.g., expecting/providing special treatment in normal working relationships, using mentor's position to create non-merit advantages, etc.)
- Create a negative base for the relationship (e.g., don't use as gripe sessions)
- Act as a mediator or an advocate on behalf of your mentor or mentee in a professional situation
- Obligate or make commitments for your partner

The Mentorship Agreement

As part of the SAF/IA Mentorship Program, all mentoring pairs will be required to complete a Mentorship Agreement. A template for the agreement is included on page 7.

The first 11 items listed on the agreement are standard for all relationships, and the program is based on the expectation that all relationships will respect these goals and responsibilities. Please take a moment to review these items and discuss them during your first meeting.

Ending the relationship can be a drawn-out and distracting process that decreases the effectiveness of the relationship if it is not properly handled. A plan to end the mentorship is, therefore, included in the initial agreement to avoid these potential conflicts.

The Mentorship Agreement can also be modified to fit your needs by adding items of agreement. This is where you insert any items that are specific to you and your mentoring partner. These may include things like:

- Goals that you have already identified as key accomplishments for a successful mentorship
- The standards that you set for follow-up and accountability in the mentorship
- Metrics for measuring progress of the relationship against its goals
- Scheduling details

Following the Orientation Workshops, you will receive the template for the Mentorship Agreement via e-mail. Please take some time at your first meeting with your partner to complete the document, print, and sign one copy for each of you. Finally, e-mail or fax a signed copy of your agreement to Ms. Katya Ananieva at kananieva@wedgewoodgroup.com or FAX 866-249-4561 (toll free).

Mentorship Agreement

This agreement defines our participation in the SAF/IA Mentorship Program, beginning _____. We are committed to participating fully in all aspects of the program and to making it a rewarding experience for both of us. Toward that end, we agree to:

1. Meet at least _____ times per month for a minimum of _____ hour(s) each time.
2. Maintain confidentiality in our relationship, unless my partner gives me permission to share points of our discussion with another specified individual.
3. Follow through on the commitments we make to each other.
4. Be patient with one another—real change and personal development take time.
5. Listen carefully to one another and ask straightforward questions that lead to understanding.
6. Work together to create a roadmap for a successful career for the mentee and to dedicate time at each meeting to discuss his/her progress against that plan.
7. The mentee will own the relationship with regard to scheduling, seeking and acting on feedback, identifying goals and associated roadblocks, and following up on action items.
8. The mentor agrees to have reasonable expectations of the mentee within the allotted time frame, to provide constructive, realistic feedback to the mentee, and to empower the mentee to act upon it.
9. Document the progress of our mentorship and track the accomplishment of our goals.
10. Communicate regularly with Human Capital Development Branch to report on progress, address concerns, and make suggestions for future mentorship programming within SAF/IA.
11. Participate, as individuals and as a team, in the evaluation of the SAF/IA Mentorship Program by completing surveys, interviews, and other requested means of evaluation.

Ending the Mentorship Relationship:

- We plan to conduct this mentorship for a period of 3 months, 6 months, 9 months, 12 months after which the formal mentoring relationship will end.
- If either one of us becomes uncomfortable with our relationship during the period noted, or if at any point, either of us decides the program is no longer beneficial, this mentorship will be dissolved without prejudice.

Additional items we agree to as part of our mentorship include:

Mentee Signature

Mentor Signature

Printed Name

Printed Name

Date

Date

Career Planning

A successful career is the result of setting and achieving career goals over a specified period of time. Achieving these goals depends on the solid foundation of excellent professional performance. Planning a successful career includes:

- Assessment of strengths and weaknesses
- Establishment of career goals
- Recognition of career paths (i.e., identify the roadmap for success)
- Taking advantage of development opportunities
- Follow up on plans and adjustment as necessary

Creating a formal career development plan

After identifying the mentee's key strengths, and his or her areas needing further development, work together on how to effectively enhance the strengths and mitigate the weaknesses. Mentors and mentees should begin with the following questions to create a career development plan.

Identifying Strengths and Setting Goals

- Short-term
 - What are the mentee's strengths, and where is opportunity for improvement?
 - What are the mentee's professional interests (e.g., logistics, human resources, acquisition, program management, information technology, political-military affairs, foreign disclosure, etc.)?
 - How can they be integrated into the mentee's roadmap and career plans?
 - How can the mentee do the best work possible in the job he/she has now?
 - Emphasizing strengths and interests
 - Developing skills to address improvement areas that lead to future success
 - Training, reading, and networking
 - Why is it important to perform at a high level in every role?
 - With whom should the mentee interact to stay on track and receive ongoing, objective feedback?
- Long-term
 - Where does the mentee want to be professionally in 10 years? (Be specific)
 - What does he/she want to have accomplished by that time?
 - How does this align with the mentee's personal life and goals?

Bridging the Gap—Intermediate Goals and Activities

- Identify potential career progressions: which roles can the mentee pursue in order to prepare for the long-term goals identified above?
- Training needs: Security Cooperation, functional area advanced training, Leadership skills, IA Certification
- Higher education: Masters degree, GMAP II, Air Force sponsored academic and experiential programs
- Career broadening assignment: which organizations and roles would the mentee like to explore?
- Professional Military Education (PME): SOS, ACSC, AWC, etc.

Air Force Development Opportunities:

Total Force Development concept

In November 2002, the Secretary of the Air Force and the Chief of Staff of the Air Force (CSAF) announced the Total Force Development concept that provides the new vision for how the Air Force (AF) trains, educates, and assigns its Airmen (officer, enlisted, reserves) and civilian workforce.

The overall goal of Total Force Development is to successfully accomplish the Air Force missions by developing personnel with the required skill, knowledge, and experience to lead the execution of current and future mission requirements. It is about improving the way we develop the capabilities of the people who make up the Air Force, based on three clearly defined levels of development—tactical, operational, and strategic. At the tactical level, people in the early years of their career concentrate on learning a primary skill. At the operational level, those skills are honed and they may pick up an additional, complementary skill, while concentrating on the overall Air Force perspective. At the strategic level, people combine their primary and complementary skills, experience, education, and training to successfully lead the AF and to understand how the AF interacts within the joint military environment.

Civilian Force Development concept

In May 2003 the CSAF's Sight Picture "Civilian Force Development" was issued. The CSAF and the Secretary of the Air Force shared their vision, **"to make sure we place the right technical and leadership skills in the right places with the right people who are educated and trained for success,"** and provided guidance on civilian force development. They also stated that the goal of civilian force development is to identify cross-functional paths that will expose civilians to a broader scope of AF operational activities in preparation for senior leadership positions.

Civilian Force Development is designed to bring the civilian developmental process in line with the development of military personnel.

Civilian Development Education (CDE)

Total Force Development is dedicated to developing professionals who will collectively leverage their respective strengths to accomplish the Air Force Mission. As civilians work in conjunction with their military counterparts to accomplish the Air Force Mission, CDE (which was previously known as Civilian Competitive Development Program) will provide civilians the same education opportunities currently available to military personnel.

The program includes the following in-residence PME, and long-term academic and experiential programs:

- Intermediate Development Education (IDE)
 - Air Command and Staff College (ACSC)
 - Air Force Legislative Fellows Program (LEGIS)

- Department of Defense Executive Leadership Development Program (ELDP)
- Sandia Nuclear Weapons Fellowship Program (SNWFP)
- Air Force Institute of Technology
 - Graduate Acquisition Logistic Management Program (AFAL)
 - Graduate Engineering and Environmental Management Program (AFEE)
 - Graduate Information Resources/Systems Management Program (AFIR)
 - Graduate Logistics Management Program (AFLM)
- Senior Development Education (SDE)
 - Air War College (AWC)
 - National War College (NWC)
 - Industrial College of the Armed Forces (ICAF)
 - Industrial College of the Armed Forces - Senior Acquisition Course (ICAF-SAC)
 - RAND Fellows
 - Alfred P. Sloan Fellows, MIT
 - Stanford Sloan Program
 - Excellence in Government (EIG)

International Affairs Specialist (IAS)

(Adapted from the Air Force Chief of Staff, Sight Picture, April 2005)

The International Affairs Specialist career path will select, develop, and deliberately employ officers with international skills to meet the demands of an ever-changing security environment.

Functional Development Teams and IAS functional managers will identify mid-career line officers with potential to excel in IAS careers and select them for development. Selected officers will attend comprehensive Developmental Education programs aimed at building a strong foundation in international affairs, while ensuring that the IAS officers remaining fully proficient and competitive in their primary Air Force Specialty Code (AFSC). IAS officers will be chosen for one of two tracks:

- Regional Strategists (RAS) will earn a regionally oriented graduate degree followed by basic and advanced language training (three years total). They will then alternate assignments between their primary AFSC and RAS duty.
- Political-Military Affairs Strategists (PAS) will earn an international affairs-related degree (one year only). They will develop broader, less specialized skills that will be used in career broadening assignments. The goal of this part of the program is to develop officers in line specialties with an advanced awareness of the international context in which we will apply air and space power.

IA Initiatives:

International Affairs Career Field (IACF)

In March 2004, the Air Force Director of Personnel (AF/DP) approved a new approach in the way the civilian force is assessed and assigned. This new tactic, called Career Field Management (CFM), is at the heart of Force Development and aligns with and supports the AF's Force Development vision. CFM is designed to facilitate the development of the civilian force by connecting development across a career, providing a systematic approach to the management, development, and sustainment of the civilian workforce.

At the direction of the SAF/IA-led Policy Council, the IACF will leverage the existing career field model. This will be accomplished by providing IA employees more opportunities to identify and receive appropriate training, participate in centralized career counseling and support, and manage their careers. A career field also ensures that organizations have access to new personnel through the PALACE ACQUIRE Internship Program. As the Air Force moves forward with the IACF, program information will be made available on-line at <http://www.safia.hq.af.mil/workforceinitiatives/>.

International Affairs Certification and Career Development Program (CCDP)

SAF/IA implemented the IA CCDP in accordance with DoD IA Certification and Career Development Guidelines, dated 7 November 2001. The CCDP is designed to provide the Air Force IA community the opportunity to enhance and develop personnel with the knowledge, skills, and abilities required to support International Affairs in the 21st century. IA workforce members who have a combination of IA experience, education, and training can achieve certification by submitting a detailed application through their supervisor to the SAF/IA CCDP Review Board. The Board will verify and endorse applications based on the same criteria and issue certifications accordingly.

Global Master of Arts Program (GMAP) II

The GMAP II was implemented to improve the education and professionalism of the IA workforce. It is specifically intended for civilian and military personnel serving in security cooperation fields. The GMAP II is a 12-month program that culminates in a Master of Arts degree from the Fletcher School at Tufts University. The one-year program combines three two-week residency sessions with state-of-the-art internet-based courses of study. It is presented in trimester form with three courses presented the first and second trimesters, and two courses plus a thesis in the third trimester. Three mandatory two-week in residence sessions are conducted: two at the Fletcher School near Boston, MA, and one in the Washington, DC area. The program is part-time and takes, on average, 20 hours of study per week, in addition to the student's regular workload. Students whose native tongue is English are required to pass oral and reading language exams in a foreign language of their choice.

SAF/IA Civilian Career Development Opportunity (CCDO) Program

This volunteer program is designed to enhance opportunities for employees with the desire and potential to become part of the Air Force International Affairs leadership structure. Each year civilians (grade GS-11—GS-14 or NSPS equivalent) will have an opportunity to rotate among selected positions in IAR and IAP with the intent of identifying, developing, and broadening the skills of civilians. CCDO will afford civilian employees an opportunity to compete for promotions inside and outside SAF/IA.

Resources:

IA Programs Website

The IA programs website located at <http://www.safia.hq.af.mil/workforceinitiatives/>, contains the most recent workforce initiatives information. It serves as a “one-stop-shop” for workforce initiatives and should be your first source for program information. Website visitors can download certification and graduate study applications, learn about efforts to develop an International Affairs Career Field, and read SAF/IA job postings.

CCDP Checklists

Checklists detailing the requirements for CCDP IA Certification Levels I, II, and III are attached in the appendix. Please review these lists in detail to determine for which level you and your mentee qualify. Applications can be accessed at <http://www.safia.hq.af.mil/workforceinitiatives/ccdphowtoapply.asp>.

GMAP II Checklist

A Quick Reference Sheet that details the steps and requirements for GMAP II application is included in the appendix. More information and applications can be accessed at <http://www.safia.hq.af.mil/workforceinitiatives/gmaphowtoapply.asp>.

The Air Force Mentoring Guide (AFI-36-3401)

This guide provides a framework for how to carry out Air Force mentoring. The AFI provides a comprehensive reading list and toolbox for mentoring relationships. <http://www.e-publishing.af.mil/pubfiles/af/36/afi36-3401/afi36-3401.pdf>

Helpful Websites

<http://www.safia.hq.af.mil/workforceinitiatives/>
<http://disam.osd.mil/>
<http://www.e-publishing.af.mil/>
<http://www.afpc.randolph.af.mil/>
<http://www.dau.mil/>

Acronyms

ACSC	Air Command and Staff College
AF	Air Force
AF/DP	Air Force Director of Personnel
AFAL	Graduate Acquisition Logistic Management Program
AFEE	Graduate Engineering and Environmental Management Program
AFI	Air Force Instruction
AFIR	Graduate Information Resources/Systems Management Program
AFLM	Graduate Logistics Management Program
AFSC	Air Force Specialty Code
AWC	Air War College
CCDO	Civilian Career Development Opportunity Program
CCDP	Certification and Career Development Program
CCDS	Certification and Career Development System
CDE	Civilian Development Education
CFM	Career Field Management
CSAF	Chief of Staff of the Air Force
EIG	Excellence in Government
ELDP	Department of Defense Executive Leadership Development Program
GMAP II	Global Master of Arts Program II
IA	International Affairs
IACF	International Affairs Career Field
IAS	International Affairs Specialist
ICAF	Industrial College of the Armed Forces
ICAF-SAC	Industrial College of the Armed Forces – Senior Acquisition Course
IDE	Intermediate Development Education
LEGIS	Air Force Legislative Fellows Program
NWC	National War College
PAS	Political-Military Affairs Strategists
PME	Professional Military Education
RAS	Regional Strategists
SAF/IA	Deputy Undersecretary of the Air Force for International Affairs
SDE	Senior Development Education
SNWFP	Sandia Nuclear Weapons Fellowship Program
SOS	Squadron Officer School

Contact Information			
Workforce Initiatives	Ms. Angela Kravetz	703.588.8994	angela.kravetz@pentagon.af.mil
IACF	Mr. Gordon Cox	703.647.7401	gcox@wedgewoodgroup.com
CCDP	Ms. Katya Ananieva	703.647.7401	kananieva@wedgewoodgroup.com
GMAP II	Mr. Michael Matera	703.647.7401	mmatera@wedgewoodgroup.com
Mentorship Program	Ms. Katya Ananieva	703.647.7401	kananieva@wedgewoodgroup.com
CCDO	Ms. Angela Kravetz	703.588.8994	angela.kravetz@pentagon.af.mil
CDE	Ms. Angela Kravetz	703.588.8994	angela.kravetz@pentagon.af.mil